Investigating the Relationship Between Leadership and Communication Styles Among Young Emerging Leaders in Indian Organizations

SHORT SYNOPSIS

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CERTIFICATE

I hereby declare that the short synopsis **"Investigating the Relationship Between Leadership and Communication Styles Among Young Emerging Leaders in Indian Organizations"** being submitted in partial fulfillment of the requirement for the degree of Doctor of Philosophy in **MANAGEMENT** under **SCHOOL OF LEADERSHIP AND MANAGEMENT** of Manav Rachna International Institute of Research &Studies, Faridabad during the academic year **2021-2022**. It is a bona fide record of original work carried out under the supervision of **DR. NANDINI SRIVASTAVA and Joint Supervision of DR. DEEPTI TANEJA**. It has not been submitted in full or part to any other university or institute for a degree or diploma. Further, it is certified that the short synopsis is plagiarism-free, and the proof has been submitted.

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ABSTRACT

Leadership and effective communication are integral factors that significantly contribute to the success of organizations. The main aim of this research is to analyze the association between leadership styles and communication styles of young emerging leaders in Indian organizations. The study will explore the unique dynamics and cultural context within which these leaders operate, aiming to provide insights that can inform leadership development programs and enhance organizational communication practices.

The empirical study will utilize a quantitative research approach and adopt a cross-sectional research design. A purposive sampling technique will be used to select young emerging leaders (age range: 25-35) from various Indian organizations representing different sectors. A standardized survey questionnaire will be used to assess leadership styles and communication styles.

To explore the link between leadership styles and communication styles, statistical analyses such as correlation and regression analyses will be utilized. The objective of this research is to enhance the current understanding of the relationship between “leadership styles and leaders' communication styles”, particularly focusing on young emerging leaders within Indian organizations.

Keywords: *Leadership and effective communication, organizational communication practices, Leadership styles, Cultural context, quantitative research*

INTRODUCTION

According to **Mikkelson et al. (2015)**, leadership is intricately intertwined with communication. Effective communication, involving the transparent transmission of directions and goals, has the potential to motivate employees to readily accomplish tasks as they have a clear understanding of their supervisor's expectations **(Mikkelson et al., 2015**). According to **Hackman and Johnson (2013)**, leadership can be described as the effective application of human (symbolic) communication to shape the thoughts and actions of individuals, with the objective of achieving shared objectives and meeting collective requirements.

Previous scholars (**De Vries et al., 2010; Pacleb&Bocarnea, 2016; Pacleb&Cabanda, 2014**) have extensively conducted academic research to investigate the potential relationship between "transactional and transformational leadership styles" and their respective communication styles. The findings suggest that leaders who adopt specific leadership styles tend to employ particular communication styles during their interactions, resulting in improved work performance and favorable outcomes (**Graen, 2013**). Hence, the selection of "leadership and communication styles" by superiors or leaders can have a significant impact on the work behaviors and job attitudes of subordinates, ultimately influencing the overall outcomes of the organization.

The main objective of this study is to investigate the relationship between leaders' communication styles and their overall leadership style in light of the importance of a leader's interpersonal communication approach in leadership.

The study will focus on young emerging leaders, representing a generation comprising individuals from the millennial and Generation Y cohorts who have been shaped by a world characterized by vast opportunities, economic openness, financial stability, and a strong emphasis on personal growth and achievement.

Indian organizations are currently facing a dilemma in identifying the ideal leadership talent. The question arises: what attributes should this talent possess? Young emerging leaders in India must possess the ability to adapt and overcome the challenges presented by their context and

environment. With India experiencing significant growth momentum, it also brings forth substantial leadership challenges. The crucial question is whether India is developing leaders at a pace that aligns with this growth and the subsequent demand. It is evident that there is a pressing need for more capable and competent young leaders in India. The sustained growth of Indian businesses has placed a burden on existing leaders, while simultaneously generating a greater demand for leaders who are prepared and capable of taking immediate action. It is imperative to identify practices and strategies that not only accelerate the development of the next generation of leaders but also provide the necessary support to sustain them.

According to **Schnurr (2008),** effective communication is a vital component of leadership performance, emphasizing the importance of productive communication processes in achieving workplace outcomes. The communication style of a leader also significantly influences their overall leadership approach. In a review conducted by **Penley and Hawkins (1985)** on the relationship between "interpersonal communication behaviors and leadership consideration and initiating structure", it was found that consideration, which represents a human-oriented leadership style, is predominantly communicative. On the other hand, initiating structure, reflecting a task-oriented leadership style, is less focused on communication Given the multicultural nature of Indian society and the presence of diverse cultural viewpoints and beliefs, employees may interpret a leader's leadership and communication styles through various cultural frameworks.

Statement of the Problem:

To bridge the existing research gap, the current study endeavors to examine the importance of the correlation between "leadership styles and communication styles". The objective is to investigate whether young emerging leaders in Indian industries possess a similar understanding of these crucial psycho-social attributes. The findings of the study will make significant contributions to the existing literature by shedding light on the connections between leadership styles and different communication styles within Indian organizations. Additionally, the study will contribute by identifying which specific leadership styles are predictive of particular communication styles.

The objective of this research is to explore the correlation between leadership styles and the communication styles of young emerging leaders within Indian organizations. By examining the different leadership styles and communication patterns employed by young leaders, this study aims to offer valuable insights into the effectiveness of different leadership and communication strategies within the specific context of Indian organizations. The findings of this research can contribute to the development of targeted leadership development programs and inform organizational communication practices to foster effective leadership and communication among young emerging leaders in Indian organizations.

The Present Study:

The primary objective of this study is to fill the current research gap by investigating the relationship between leadership style and communication style among young leaders within Indian organizations. Its primary objective is to shed light on this relationship and contribute valuable insights to the current body of knowledge.

In the current study, the leadership styles of academic leaders will be assessed using "Bass's theory of transformational and transactional leadership" and their associated behavioral factors. Bass (1985) proposed that leadership can be categorized into three main domains: "transformational, transactional, and laissez-faire". Within this leadership theory, there are seven distinct factors considered: "four transformational factors (Idealized influence, Inspirational motivation, Intellectual stimulation, Individualized consideration), two transactional factors (Contingent reward, Management-by-exception passive), and one factor related to non-leadership" (Laissez-faire leadership) (Avolio, 1999; Bass &Avolio, 1992).

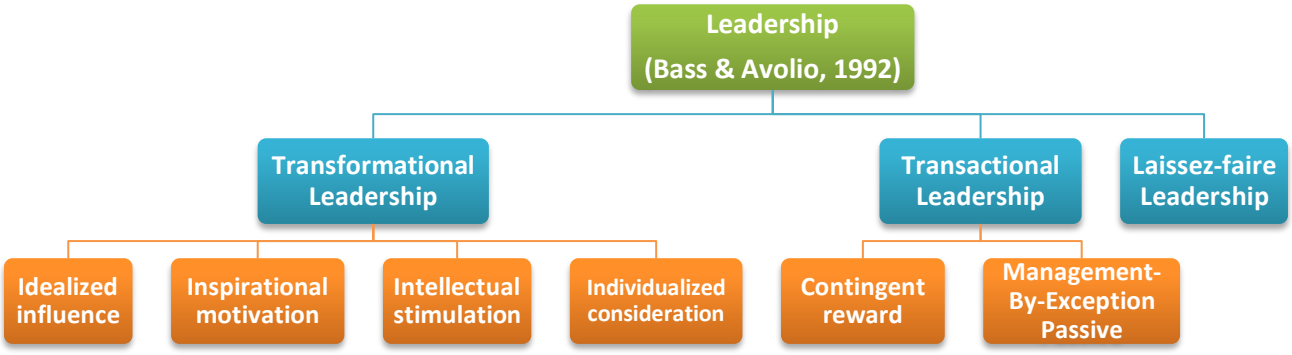

Figure 1: Leadership Style (Bass &Avolio, 1992)

In this study, the “communication style model” given by **Diotaiuti et al. (2020)** will be utilized, which is derived from the “model of communication styles proposed by De Vries et al. (2009)”. **Diotaiuti et al. (2020)** refined and validated their model by conducting a factorial analysis and confirmatory verification, resulting in the creation of a standardized tool known as the “Italian short version of the Communication Styles Inventory (CSI-B/I)”. This concise instrument demonstrates favorable fit indices and enables the measurement of “three primary dimensions of communication style: Impression manipulativeness, Emotionality, and Expressiveness”.

The initial factor assesses an individual's capacity to skillfully manipulate impressions during a conversation, aiming to please others and increase their willingness to accept requests. It involves aligning other people's perceptions with the desired image one intends to convey, which significantly impacts how others perceive and evaluate them, ultimately influencing interpersonal dynamics. Another factor, referred to as "Emotionality", relates to the emotional reactions triggered in individuals due to verbal interactions. The third factor, “Expressiveness, relates to an individual's proficiency in effectively engaging in conversation by carefully monitoring and balancing various communication elements”. These elements include presenting topics with sufficient and diverse data and sources, delivering a clear and consistent message to sustain interest and attention, utilizing non-verbal resources like “body language, eye contact, pauses, and silences, adapting the speech if necessary, and managing available time astutely”.

Figure 2: Leader Communication Style (Diotaiuti et.al, 2020)

AIM OF THE STUDY:

The main aim of this study is to examine the correlation between "leadership styles and the various communication styles" exhibited by emerging leaders in Indian organizations. Additionally, the study aims to determine the unique and incremental predictive value of leadership styles on significant communication styles.

This study aims to examine and establish the correlation between leadership styles (Transformational Leadership, Transactional Leadership, and Laissez-faire Leadership) and communication styles (impression manipulativeness, emotionality, and expressiveness) among young leaders in Indian organizations.

LITERATURE REVIEW

Leaders' Communication Styles

Numerous researchers have emphasized the crucial role of communication in leadership (**Awamleh and Gardner 1999; Den Hartog and Verburg 1997; Frese et al. 2003; Kirkpatrick and Locke 1996; Riggio et al. 2003; Shamir et al. 1994; Spangler and House 1991; Towler 2003). Norton (1978)** was the first to introduce the concept of "communicator style", defining it as "the manner in which one communicates verbally, nonverbally, and Para verbally to indicate how literal meaning should be understood, interpreted, filtered, or perceived".

This definition was subsequently refined by **De Vries et al. (2009)** as follows:

"Interpersonal communication style is defined as the characteristic way a person sends verbal, paraverbal, and nonverbal signals in social interactions denoting (a) who he or she is or wants to (appear to) be, (b) how he or she tends to relate to people with whom he or she interacts, and (c) in what way his or her messages should usually be interpreted".

De Vries et al. (2010) adopt a "communicative perspective when examining leadership and define a leader's communication style" as "a distinct set of interpersonal communicative behaviors aimed at optimizing hierarchical relationships to achieve specific group or individual goals" (p. 368). The most recent theoretical understanding of communication style, as presented by **De Vries et al. (2009, 2010)**, offers a comprehensive definition that can be considered authoritative in the field. De Vries utilized a lexical approach to describe communicative behavior, initially identifying underlying factors by analyzing a wide range of adjectives and verbs related to communication. Through this process, seven factors were extrapolated: precision, reflection, expression, support, emotionality, kindness, and threatening. Building upon this work, De Vries and colleagues developed "theCommunication Styles Inventory (CSI)", which comprises of "96 items" designed to measure an individual's communicative behavior (De Vries et al., 2013).

Leadership Styles:

The "Full Range Leadership Model (FRLM)" provides a thorough framework that includes a range of leadership philosophies that provide varying degrees of leadership effectiveness, from low to high involvement.**Bass and Avolio (1992)** formulated the FRLM by building upon the earlier works of **Burns (1978).** The model includes three distinct leadership styles: laissez-faire, transactional, and transformational leadership. **Burns (1978)** initially distinguished between transactional leadership (characterized by management-oriented behaviors) and transformational leadership (highlighting leadership-oriented behaviors). Transactional leaders emphasize procedures, contingent rewards, and management by exception, whereas transformational leaders focus on charisma, personal relationships, and fostering creativity. Transactional leadership revolves around achieving desired outcomes by implementing a clear system of rewards and punishments in exchange for specific levels of performance. On the other hand, transformational leadership centers on facilitating change, growth, and overall improvement, including the development of team members. While **Burns (1978**) laid the foundation for the model, further advancements were made in the 1980s and 1990s when researchers **Bass and Avolio (1992**) added the concept of laissez-faire leadership, which represents the lowest form of leadership. Laissez-faire leadership entails a hands-off approach, where team members are granted autonomy in decision-making. This leadership style often leads to low productivity and creates a perception of a disengaged leader.

Relationship between Communication Styles and Leadership Styles

Leaders are extensively engaged in communication throughout their day, as highlighted by **Mintzberg (1990)**, which underscores the crucial connection between “effective leadership and sound communication”. The literature consistently demonstrates a strong correlation between leaders' “communication styles” and their specific “leadership styles”. **DeVries et al. (2010)** discovered that “charismatic” and “human-oriented leadership styles” exhibit a high degree of communicativeness, whereas task-oriented leadership styles among supervisors are notably less communicative. Within the same study, mediation analyses revealed that leadership styles play a mediating role in the relationship between communication styles and leadership outcomes. Additionally, **Madlock (2009**) found that employees have expectations for their supervisors to possess competent communication skills, which entail a combination of task-oriented and relational leadership styles. Additionally, **Bass (1991)** and **Burns (1978)** assert that

transformational leadership involves a focus on others and building relationships, whereas transactional leadership emphasizes directing others toward task completion. According to **Mikkelson et al. (2015**), leaders who exhibit competence in communication through their behavioral patterns enhance their ability to accomplish tasks effectively.

Furthermore, studies conducted on a sample of "domestic banks in the Philippines and the United States" yielded significant findings. The research indicated positive correlations between "transformational and, to some extent, transactional leadership styles and leaders' communication styles characterized by expressiveness, questioning, and preciseness" (**Pacleb&Bocarnea, 2016; Pacleb&Cabanda, 2014)**. Additionally, the studies revealed negative associations between "transformational and transactional leadership styles and leaders' communication styles characterized by verbal aggressiveness, emotionality, and impression manipulativeness (**Pacleb&Bocarnea, 2016; Pacleb&Cabanda, 2014**)".

Research Gaps

While the association between "leadership styles and leaders' communication styles" is of interest, the impact of this relationship on organizational outcomes is relatively underexplored. Investigating how different leadership styles and communication patterns among young emerging leaders in Indian organizations can provide practical insights for organizational leaders and managers.

There's a notable gap in literature concerning emerging rather than established leaders, and an understanding of their distinct challenges and developmental needs in communication within Indian organizations. Addressing these gaps could significantly enhance the theoretical framework and practical implications of leadership and communication strategies in the dynamic Indian corporate landscape.

Objectives-

1. Identify how scientific literature conceptualizes leadership and communication styles, as well as their interrelationships
2. Determine whether a relationship exists between different types of leadership styles and communication styles among emerging leaders in Indian organizations.

3. Ascertain whether various leadership styles influence communication styles among emerging leaders in Indian organizations.
4. Provide suggestions for future research and practical applications.

Research Questions:

1. What is the leadership style of young emerging leaders in Indian organizations?

2. What is the communication style of young emerging leaders in Indian organizations?

3. How are a leader's communication style and leadership styles related to each other?

4. Is there a significant correlation between a leader's communication style and leadership style?

5. Can a specific leadership style predict the communication style of a leader?

6. What suggestions can be made for future research and practice?

Rationale:

The findings of the study will contribute significantly to the existent literature in the field. By exploring the connections between leadership styles (transformational, transactional, and laissez-faire) and diverse communication styles (impression manipulativeness, emotionality, and expressiveness) among young emerging leaders in Indian organizations, the research will enhance our understanding in this area.

Furthermore, the findings will provide valuable insights that can support Indian organizations in developing effective interventions and training programs to improve the "leadership and communication styles" of their emerging leaders and employees.

RESEARCH DESIGN

Method

The study will be empirical. It will utilize a "quantitative research approach" and adopt a cross-sectional research design.

Methodology

Participants: The sample will consist of young emerging leaders of 25-35 years of age from different Indian organizations. Sample will be selected based on biographical information of gender, geographical location, highest qualification achieved, type of organization / industry, and tenure as a leader at the company.

Sample Size and Sampling Method:

The present study will employ a combination of "non-probability convenience sampling" and "purposive sampling" methods, focusing on young leaders employed in Indian organizations. The aim is to gather a sample size of at least 120-150 leaders. Convenience sampling will be used to choose the respondents based on their availability, as it is considered a cost-effective, convenient, and time-efficient approach (Baker et al., 2013). Subsequently, purposive sampling will be utilized to identify and select respondents or groups that meet specific inclusion criteria.

Data Collection Technique:

Biographical data of the sample (age, gender, geographical location, highest qualification achieved type of organization / industry, and tenure as a leader at the company etc.) will be collected in the personal information sheet.

The following measuring instruments will be used:

"The Italian Brief Version of the Communication Styles Inventory (CSI-B/I"):The "Italian validation study conducted by Diotaiuti et al. (2020) focused on the Communication Styles Inventory (CSI), which is a condensed version of the original CSI developed by De Vries et al. (2013). The original inventory consisted of 16 scales and six main domains, including expressiveness, precision, verbal aggression, critical spirit, emotionality, and manipulation of the

impression". De Vries aimed to create a comprehensive tool that encompasses the major lexical dimensions and behavioral aspects of communication styles.

The CSI-B/I, a "psychometrically standardized tool, was administered to a sample of 1,044 participants in the study. Confirmatory factor analysis confirmed a three-factor solution comprising 18 items, demonstrating good fit indices for the data, such as $\chi 2/df = 1.251$, RMSEA = 0.027, RMSEA 90% CI = 0.008–0.040, GFI = 0.958, AGFI = 0.937, CFI = 0.983, and NFI = 0.922. The CSI-B/I allows for the measurement of three primary dimensions of communication styles: impression manipulativeness, emotionality, and expressiveness". The tool exhibited strong "internal consistency reliability, and significant correlations with the Multidimensional Personality Profile (MPP) supported its concurrent validity".

Given its robust psychometric properties, the CSI-B/I represents a valuable addition for assessing communication styles in various contexts.

The "Multifactor Leadership Questionnaire, Form 6-S":The "Multifactor Leadership Questionnaire, Form 6-S (MLQ-6S) developed by Bass and Avolio (1992)" will be utilized to assess the leadership styles. This questionnaire measures leadership style across seven factors, which can be categorized into three styles: "Transformational Leadership, Transactional Leadership, and Laissez-faire Leadership. The Transformational Leadership style includes Idealized influence, Inspirational motivation, Intellectual stimulation, and Individualized consideration". The "Transactional Leadership style" comprises Contingent reward and "Management-by-exception passive". Lastly, the "Laissez-faire Leadership style" represents the non-leadership style (Avolio, 1999; Bass &Avolio, 1992).

The MLQ-6S consists of 21 items that respondents rate on a scale from 0 to 4. The rating scale is as follows: "0 = Not at all, 1 = Once in a while, 2 = Sometimes, 3 = Fairly often, and 4 = Frequently, if not always. This instrument is widely recognized as the most frequently researched and validated leadership assessment tool globally (Tejeda, 2001)". It has been applied in various organizational contexts and across different cultures (Bass, 1998).

Various methods have been utilized to assess the reliability of the MLQ, such as "examining rate-rerate consistency, evaluating subordinate-superior agreement, and gathering peer ratings

based on performance within small groups (Bass, 1998)". Substantial evidence supports the validity of the MLQ across different validity types (Tejeda, 2001; Avolio and Bass, 1999).

Data Collection Procedure:

A series of meetings will be conducted with key stakeholders from different organizations,the purpose of these meetings will be to seek permission for data collection within their respective workplaces. The questionnaire will be disseminated either electronically or via mail, with a follow-up reminder sent after a certain period. The questionnaire itself will be self-administered, accompanied by a cover letter that outlines the study's objectives and provides relevant details. To ensure confidentiality, the questionnaires will be sealed in envelopes will be provided for respondents to return their completed responses.

Data Analysis:

The quantitative data will be collected and analyzed using SPSS. To assess the reliability and inter-item correlation of the scales, Cronbach's alpha measurements will be employed. To summarize the data, "descriptive statistics including means, standard deviations, skewness, and kurtosis" will be employed. Additionally, inferential statistics will be used to gain deeper insights.

"Product-moment correlations (r)" will be calculated to analyze the relationships between the variables. The coefficient of product-moment correlations will help determine the strength and linearity of these relationships.

Additionally, multiple regression analysis will be conducted using the SPSS program, focusing on the specified **independent variables: transformational leadership styles, transactional leadership styles, and laissez-faire leadership styles**. The goal of this analysis is to determine the independent variables that predict the **dependent variables of "communication styles", particularly "impression manipulativeness, emotionality, and expressiveness".**

Scope of the Study :

The current study highlights the importance of communication behavior in leadership roles and provides practical implications based on its findings. The newly identified predictors

identified in this research can contribute to the understanding of effective leadership for future studies by researchers and practitioners. When examining the relationship between leadership and communication, particular attention should be given to the interaction and relationship between supervisors and subordinates (LMX) as well as supervisor support. The outcomes of this study have the potential to support leadership development efforts in enhancing these interactions and relationships.

In addition, the study will offer valuable insights into the relationship between "leadership styles and communication styles" among young leaders. It will shed light on which styles are more prevalent and provide guidance on effectively managing conflicting situations. Furthermore, the findings will increase awareness of how young leaders utilize specific leadership and communication styles, allowing them to align these approaches effectively in their interactions with subordinates to achieve optimal outcomes. The findings from this study will assist organizations in identifying how subordinates perceive the communication styles employed by their leaders, and comprehending the potential impact of these styles on coworker relationships and workplace communication.

Thirdly, the findings have the potential to facilitate organizational interventions aimed at improving the well-being of both subordinates and leaders, with a focus on enhancing the impact of specific communication styles in the workplace. These interventions can be ingrained in the organizational culture by providing communication workshops and training to raise awareness about available interventions. This empowers employees and sensitizes them to the negative consequences of ineffective communication within the organization. By means of these workshops, employees will be provided with the knowledge and skills necessary to understand, apply, and implement different communication styles. This will ultimately lead to improved engagement, increased satisfaction, and enhanced performance among their peers. By implementing such interventions, both subordinates and leaders can develop a more profound comprehension of the advantages that specific communication styles can bring to their work-related well-being, overall efficiency, and reduction of conflicts.

Additionally, the communication training mentioned can be tailored to address specific needs. This can be achieved by identifying areas of communication weakness within leader-subordinate interactions, such as conflicts, leader satisfaction, supervisor support, toxic leadership, or

performance. The training should concentrate on these specific areas and correlate them with the identified “leader-subordinate interactions”. Moreover, future communication training or workshops can enhance awareness regarding “the leader's primary communication styles” that are relevant in the industry.

In summary, the research explores the process by which Indian organizations can cultivate a strong leadership pipeline that embraces a global perspective while still valuing and preserving India's distinct qualities. The study addresses the specific difficulties encountered by the upcoming generation of Indian leaders and provides a blueprint for leading organizations to establish sustainable talent development and offer support to these emerging leaders.

Expected Outcomes:

The expected outcomes of this research can contribute to the body of knowledge on leadership and communication in the Indian context, specifically focusing on young emerging leaders. The findings can guide organizations in nurturing effective leadership and communication practices, ultimately leading to improved organizational performance and employee satisfaction.

The research is expected to identify and classify different leadership styles employed by young emerging leaders in Indian organizations.The research aims to establish the relationship between “leadership styles and leaders' communication styles” among young emerging leaders in Indian organizations. The findings could reveal patterns and associations, such as certain leadership styles being linked to specific communication styles, or variations in communication styles based on different leadership approaches.

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INVESTIGATING THE RELATIONSHIP BETWEEN LEADERSHIP AND COMMUNICATION STYLES AMONG YOUNG EMERGING LEADERS IN INDIAN ORGANIZATIONS

by Manisha Gambhir

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SHORT SYNOPSIS

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ABSTRACT

Leadership and effective communication are integral factors that significantly contribute to the success of organizations. The main aim of this research is to analyze the association between leadership styles and communication styles of young emerging leaders in Indian organizations. The study will explore the unique dynamics and cultural context within which these leaders operate, aiming to provide insights that can inform leadership development programs and enhance organizational communication practices.

The empirical study will utilize a quantitative research approach and adopt a cross-sectional research design. A purposive sampling technique will be used to select young emerging leaders (age range: 25-35) from various Indian organizations representing different sectors. A

standardized survey questionnaire will be used to assess leadership styles and communication styles.

To explore the link between leadership styles and communication styles, statistical analyses such as correlation and regression analyses will be utilized. The objective of this research is to enhance the current understanding of the relationship between "leadership styles and leaders' communication styles", particularly focusing on young emerging leaders within Indian organizations.

Keywords: *Leadership and effective communication, organizational communication practices, Leadership styles, Cultural context, quantitative research*

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